

Central Intelligence Agency
Washington, D.C. 20505

Executive Registry

84 - 656

30 January 1984

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Executive Director

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Attached is a summary of ways
CIA evaluates performance and reviews
estimates. Paragraphs 1 and 2 came
from the DDI and paragraph 3 refers
to functions performed by the CIA
Inspector General. There are, of
course, numerous DCI committees.
CIA has an Executive Committee and
there are other ad hoc mechanisms,
as well as the formal managerial
chain-of-command, which are involved
in the evaluative process. The
attachment summarizes our significant
audit systems.



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Summary of CIA Evaluative Processes

1. The DDI and NIC have several mechanisms for evaluating performance and reviewing the accuracy of estimates.

- The Senior Review Panel, reporting to the DCI, focuses almost exclusively on national estimates both in terms of critiquing current drafts and in reviewing past performance.

- The Product Evaluation Staff of the DDI conducts evaluations of analysis on broad subject areas such as Central America, Soviet gas pipeline, Third World Military problems and so forth.

2. A number of other ad hoc review mechanisms exist including:

- Reviews by the Oversight Committees and their staffs. For example, the SSCI is presently preparing a review of performance on "yellow rain."

- The Agency itself commissions intelligence assessments of analysis, such as the Selin Panel review of CIA's Soviet defense costing.

- Special task forces are formed to assess major analytical problems of intelligence of the regular production process and uses different specialists. A form of internal "B team" activity, this intelligence assessment in effect represents a cross check on earlier analysis by line organizations. At least one outsider is used in each of these task forces.

- The PFIAB itself has an ambitious program of examining Agency analysis. One example of such an effort is its review of our CC&D work. Moreover, PFIAB has organized an evaluation of CIA work on the Soviet economy by a group of independent specialists under Commerce Department auspices.

- The policymakers themselves represent another check. They never let us forget when we are wrong.

3. The Inspection Staff is basically concerned with measuring component substantive and operational performance, and compliance with law and regulation. To do this, we examine leadership and management, customer relations, internal office communication, and out-put-services, reports, or other products. In the case of CIA's analytic functions, particular attention is paid to customer assessments of product relevance and quality.

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